

ADMINISTRATION OF THE CLANDESTINE SERVICES CAREER SERVICE

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1. The duties and responsibilities now distributed among the clandestine services panel chairmen and the Chiefs PI and PP should be assigned in totality to the panel chairmen and the Chiefs PI and PP should represent their interests through the panel system and not by the exercise of separate authority. This would mean that the panels and the panel chairmen would become responsible for all aspects of personnel management except those reserved by DDP or exercised by the chiefs of the area divisions. These include:

- a. review of assignments and approval of promotions by the panels as at present;
- b. development, review and authentication of career plans;
- c. support of Agency career management, selection-out and out-placement programs; and
- d. formulation of draft staffing authorization showing the numbers and grade levels of the personnel required to perform the tasks of the Clandestine Services Career Service and thus assist in the formulation of the staffing authorization.

2. In order to discharge these responsibilities adequately, the chairmen will have to devote up to six hours a week to the personnel job. They will be supported by competent staff personnel officers organized centrally, but no amount of support can be a substitute for their direct knowledge of and participation in the personnel problems and decisions of the service. In addition to their present work as panel chairmen, they should:

- a. interview every returnee from the field;
- b. read the files of and, if possible, interview all proposed recruits into the clandestine service professional service, including those recruited from other components of the Agency;
- c. participate in the placement of JOF's;

d. identify unsatisfactory employees and take steps to eliminate them;

e. conduct a continuous program of research into the qualifications, career needs and limitations of personnel in their bracket, based on files;

f. become thoroughly acquainted with the statistical facts of life which bear on rotation, promotion possibilities and the need for training and retraining of individuals in basic techniques and area and language studies;

g. manage the career plan program for personnel in their bracket;

h. personally authorize, on a daily basis, all actions which do not require panel action, including those actions to be reviewed by the panels for information only.

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